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A TWO-YEAR POST-HIGH SCHOOL DISTRIBUTIVE EDUCATION PROGRAM IN THE WHOLESALING FIELD, REPORT OF THE OHIO WHOLESALE MANAGEMENT DEVELOPMENT PROGRAM. MANUAL 2, CURRICULUM FOR A PROGRAM.

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DESCRIPTORS- *DISTRIBUTIVE EDUCATION, POST SECONDARY EDUCATION, *CURRICULUM GUIDES, EXPERIMENTAL PROGRAMS, *WHOLESALING, TEACHING TECHNIQUES,

THE PURPOSE OF THIS MANUAL IS TO SERVE AS A CURRICULUM GUIDE FOR PLANNING COURSES FOR A 2-YEAR POST-HIGH SCHOOL DISTRIBUTIVE EDUCATION PROGRAM IN THE FIELD OF WHOLESALING. THE CONTENT WAS DEVELOPED BY A RESEARCH GROUP AND INCORPORATED SUGGESTIONS THE INSTRUCTORS IN AN EXPERIMENTAL PROGRAM CONDUCTED ON THE CAMPUS OF THE OHIO STATE UNIVERSITY FOR 4 YEARS BEGINNING IN 1961. THE OBJECTIVES, TOPICAL OUTLINE, METHODS AND TECHNIQUES, AND BIBLIOGRAPHY ARE INCLUDED FOR THE FIRST-YEAR COURSES IN (1) INTRODUCTION TO BUSINESS, (2) MARKETING, (3) ECONOMICS, (4) BUSINESS MATHEMATICS, (5) BUSINESS ENGLISH, AND (6) SALESMANSHIP, AND FOR THE SECOND-YEAR COURSES IN (1) WHOLESALING, (2) COMMUNICATIONS, (3) ACCOUNTING, (4) MANAGEMENT, (5) BUSINESS LAW, AND (6) CASE STUDY. THE EXPERIMENTAL PROGRAM WAS A RESULT OF THE COOPERATIVE EFFORTS OF THE VOCATIONAL EDUCATION DIVISION OF THE OHIO STATE DEPARTMENT OF EDUCATION, THE DISTRIBUTIVE EDUCATION AREA OF THE OHIO DEPARTMENT OF EDUCATION AND THE OHIO STATE UNIVERSITY, THE NATIONAL ASSOCIATION OF WHOLESALERS, THE WHOLESALE TRADE ORGANIZATIONS, AND INDIVIDUAL WHOLESALERS IN OHIO. MANUAL ONE, "ORGANIZING AND CONDUCTING A PROGRAM" (VT 004 694) IS A COMPANION DOCUMENT. BOTH DOCUMENT ARE AVAILABLE FOR \$1.50 EACH FROM DISTRIBUTIVE EDUCATION MATERIALS LABORATORY, THE OHIO STATE UNIVERSITY, 124 WEST 17TH AVENUE, COLUMBUS, OHIO 43210. (MM)

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COOPERATIVE
DISTRIBUTIVE
EDUCATION PROGRAM
IN THE
WHOLESALE
FIELD**

**MANUAL
CURRICULUM FOR
A PROGRAM**

**A REPORT OF THE OHIO WHOLESALE
MANAGEMENT DEVELOPMENT PROGRAM**

**COLLEGE OF EDUCATION
THE OHIO STATE UNIVERSITY**

T004695



**A TWO-YEAR POST-HIGH SCHOOL
DISTRIBUTIVE EDUCATION PROGRAM
IN THE WHOLESALING FIELD ,**

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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**MANUAL 2
CURRICULUM FOR A PROGRAM ,**

— • —
**Report of the Ohio Wholesale Management
Development Program ,**

— • —
Ohio State Department of Education
Division of Vocational Education ,

— • —
National Association of Wholesalers
Ohio Wholesalers

— • —
The Ohio State University
School of Education
1965

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MANUAL 2

Curriculum for a Program

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FOREWORD

This CURRICULUM FOR A PROGRAM MANUAL contains a guide for planning courses for a two-year post-high school distributive education program for young men seeking a career in the field of wholesaling. The information is based on actual experience in curriculum and course planning for subjects covered in an experimental course conducted as a pilot program on the campus of The Ohio State University for four years, beginning in 1961.

Suggestions and recommendations for the development of the content of this MANUAL were provided by the instructors in the experimental program.

The program was conceived and came to fruition as a result of the cooperative efforts of the Vocational Education Division of the Ohio State Department of Education, the Distributive Education Area of the Ohio Department of Education and The Ohio State University, the National Association of Wholesalers, and the wholesale trade organizations and individual wholesalers in Ohio. Many individuals within these organizations gave valuable assistance through the years.

The program is under the joint supervision of the Distributive Education Area of the Vocational Division of the State Department of Education and the School of Education at The Ohio State University.

Three independent evaluation studies have been made of the Ohio Wholesale Management Development Program since its inception. The most recent evaluation, made during the academic year 1963-1964, was executed by a committee representative of the several basic disciplines in the behavioral and social sciences.

The Ohio State University and the State Department of Education take pleasure in commending the value of this program to educational institutions in Ohio as well as in the nation where its unique contribution is needed. Its benefits are apparent to the wholesaler as well as to the young man who selects a career in the field of wholesaling.

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September 1, 1965

INTRODUCTION

This manual contains the course plans for a two-year program consisting of twelve courses. The courses offered during the first year included:

- Introduction to business.
- Marketing.
- Economics.
- Business Mathematics.
- Business English.
- Salesmanship.

The courses offered during the second year were:

- Wholesaling.
- Communications.
- Accounting.
- Management
- Business Law.
- Case Study.

Each course plan includes suggested objectives for the course; a suggested topical outline; suggested methods and techniques for presentation of the material; and a suggested bibliography.

The manual has been designed so that the instructors may use it in their own notebooks as a separate unit.

Objectives of Courses

In the development of a course of study, certain goals or objectives are desired by the instructor teaching the course. After the goals are established, the instructor should then inform the students what he plans to accomplish in the course as well as what values they may expect to receive from their participation in the course.

Several objectives are provided for each of the course plans. The objectives may be modified according to the individual desires of the instructors of each of the courses as well as the needs of the students enrolled in the course.

Topical Outlines

Each of the course plans in this manual consists of major topical headings with each topical heading sub-divided for study and discussion. Class time and student needs will dictate the length of time for covering the topics. Too, the instructor may modify the suggested topics for study and discussion according to his individual desires. The topics for discussion are merely guidelines to assist the individual instructors in the preparation for classroom sessions.

Methods and Techniques

Suggested methods and techniques to be used for the presentation of material are identified in each course plan for the purpose of emphasizing to the instructor the need for presenting a course that is both interesting

and of practical value. The methods and techniques of instruction that the instructor will use obviously create interest and enthusiasm.

No single teaching method and technique is superior to all others. Each individual instructor must determine the most effective methods for accomplishing his purposes. This combination method and technique will be greatly influenced by such factors as size of class; ages, attitudes, and interests of students; number and length of class periods; practical experience background of instructor; teaching experience and load of instructor; audio-visual materials and teaching aids available to the instructor; and the objectives and attitude of the instructor toward post-high school level training.

Even though the objectives of each course should revolve around the purpose of helping the student acquire the skills, attitudes, and knowledge necessary and desirable for him to become proficient in that particular subject, the techniques and methods used in each classroom may vary from one instructor to another.

The sections which follow identifies various methods and techniques that can be used in the presentation of material in the program of study.

Assignment sheet distribution. A well-prepared instructor will consider an assignment sheet as an asset both for himself and his students. Students will recognize that careful planning and consideration has been given to the presentation of the material in this course.

The following items might be included in the assignment sheet:

1. Title and number of course
2. Date of period, quarter, etc.
3. Chapter assignments by day, week, period, quarter, etc.
4. Written assignments by day, week, period, quarter, etc.
5. Scheduled field trips, outside speakers, etc.
6. Quiz, mid-term and examination dates

Assignments for outside readings. Assignments should be designed to broaden the experiences of the students and not merely made for *busy work*. Even though assignments parallel the text material, a student should never be able to complete an assignment simply by referring to classnotes and the textbook. Students will read only the material in the textbook unless other material is assigned by the instructor to be read and reports made to him. When outside reading assignments are given, the instructor should inform the students how they are to report on their reading.

The following is an example of a suggested reading assignment:

Subject:	Organizational Structure
Textbook:	<i>Retailing Management</i>
Author:	Davidson and Brown
Pages:	161-194
Location:	Commerce Library
Responsibility:	Study and be prepared to discuss the topic assigned.

Course of study files. A file of course materials should be maintained by the instructor. Such a file will provide substantial information to broaden the scope of the topics. It will give the instructor confidence when preparation time is limited from time to time. Many sources are available to the alert instructor. Some sources include:

1. Business and industrial establishments
2. Wholesale distributor trade journals and magazines
3. *Wall Street Journal*, *Journal of Commerce* and other newspapers
4. Library reference books
5. Trade papers

Term papers. At the discretion of the instructor, term papers may be assigned. Such reports should be designed to assist the student in learning to collect and analyze information as well as to provide him an opportunity to express himself in writing. Clear and concise information should be given by the instructor about the format and structure of term papers. Such information might include:

1. Typewritten or handwritten
2. Size and kind of paper
3. Margins to be used
4. Numbering pages
5. Use of footnotes
6. Bibliography
7. Table of contents
8. Contents of cover page
9. Chapter headings

Tests. Tests given by the instructor should contain both objective and subjective test items based on the content of the textbooks used and content of the assigned outside readings. Tests might include some of the following types:

1. "Yes"—"No" questions
2. True-False questions
3. Multiple choice questions
4. Fill-in questions
5. Essay-type questions

When tests are duplicated, they should include clear and adequate instructions to the student so that he can properly record his answers.

Questions and answers. Use of a question and answer technique is two-directional in operation—the post secondary instructor asks questions of the student and the student asks him questions. This method presents relatively few problems of control. Basically it causes the students to become better prepared. As a teaching technique, it holds the students' interest better than the lecture. Too, a considerable amount of material can be covered in a relatively short period of classroom time. Summarization by the instructor is usually necessary to keep the students from going off on a tangent.

Oral reports. Oral reports, made with or without notes, may be selected study assignments, practical work experiences encountered by the

student on the job, on specifically assigned special projects, on assigned readings, or on any other appropriate matter so designated by the instructor. In this manner, students are able to learn how to speak while learning other aspects of the course.

Lectures. If well planned and well delivered, the instructor may effectively lecture to the students on certain aspects of the course material. Lectures are flexible and control is no problem to the instructor. With good planning, the instructor may handle several points in a short period of time, hereby economizing on time.

The instructor must realize that lecture periods are not appropriate for some topics and that lectures should be held to a minimum.

Panel discussions. Panel discussions and forums, lend variety to the class sessions. Panel members may be students, businessmen, or a combination of both. The instructor must realize that effective use of this technique requires an appropriate topic, a competent moderator, competent panel members, thorough planning, and proper follow-through of the total presentation.

Outside speakers. Visiting speakers introduce a new, different point of view to the classroom sessions. By inviting business people who are presently engaged in work in the field or area to be discussed, a *practical* element is added to the total program of instruction. The instructor should inform the guest speakers as to what to talk about; how much time will be available for the talk; and that time should be earmarked for questions from the students.

Field trips. Certain aspects of material to be learned by the student lend themselves to field trips which include wholesale business firms and industrial plants for the purpose of visualizing the operation in action. Before the field trip, the instructor should provide sufficient background information on the firm to be visited so that students will know what to look for during the visitation. Following the visitation, the instructor should emphasize the things which were observed by a review, a class discussion, or a quiz.

Audio-visual aids. Most courses are more valuable and interesting when audio-visual aids are included in the presentation of the material. It is much more effective to *show* students rather than just *tell* them about material being presented.

A lesson presented with the use of audio-visual aids provides a change of pace for the lecture method. Sufficient background material should be presented to the students prior to the use of the aid so that the students will know what to look for as well as listen for in the presentation. Following the use of the audio-visual aid presentation, the instructor should point up the presentation with a quiz, a summary, or a class discussion.

The ways the instructor can adapt audio-visual equipment and materials to his advantage are endless. He is limited only by his own efforts to discover new uses. The size of the audience, the nature of the material,

the equipment available, and his own skills will provide common sense guidelines in choosing effective aids to meet each situation.

Bibliographies

Each course plan contains a list of suggested readings. The instructor may find these references useful in obtaining additional information about the subject. The list is by no means exhaustive. Some of the uses of the references include:

1. To broaden the substantive material in the basic text
2. To provide material for students desiring information for reports or term papers
3. To provide a more objective point of view concerning the topical material covered by the text

FIRST-YEAR COURSES

INTRODUCTION TO BUSINESS

Every person who enters the field of business should obtain an overview of the business field before making an intensive study of each of its individual parts. The following outline will provide the instructor with a guideline for acquainting the student with our capitalistic system and its workings as well as providing the student with a knowledge of the career opportunities in various fields of business.

Objectives

1. To provide the student with an overview of the field of business and the functions of business
2. To assist the student in improving his vocabulary of business terms
3. To provide the student with an understanding of our capitalistic system and its operation
4. To provide the student with an understanding of the role of the whole-sale industry in our economy
5. To provide the student with information about various career opportunities in the business field

Topical Outline

1. An overview of the nature, environment, and opportunities of business
 - a. A review of the nature of American business in our capitalistic system
 - b. The environment of the business field
 - c. The career opportunities in the various fields of business
2. The types of ownership, management, and organization within the field of business
 - a. A review of sole proprietorships and partnerships
 - b. Information relative to corporations and chains
 - c. Factors involved in management and organization within the fields of business
3. The position and importance of marketing in business
 - a. An overview of the nature and scope of marketing
 - b. The field of retailing and its scope and the functions of retailers
 - c. The role of wholesaling in business and the functions of wholesalers
 - d. The relationship of prices and pricing to marketing
 - e. Advertising problems encountered in marketing
 - f. The scope and role of international trade in marketing and the field of business
4. Physical factors in the operation of a business enterprise
 - a. The location and layout of a business enterprise
 - b. The importance of purchasing and inventory control of goods
 - c. Problems of production encountered in business
5. The role and scope of personnel in the field of business
 - a. The recruiting, selection, and training of employees
 - b. Methods of compensating employees
 - c. Problems of labor and legislation—federal and state—in the field of business

6. An overview of finance in the business field
 - a. A review of long-term and short-term financing
 - b. Financial institutions prevalent throughout the United States
 - c. Information on security exchanges and financial news
 - (1) Federal legislation in the sale of securities
 - d. Types of business risks
 - e. Insurance protection against risks involved in business
 - f. The important element of a sound financial structure in business pointing out the financial problems and policies of business
7. The basic elements of decision making in business
 - a. The importance of accounting and accounting procedures
 - b. The use of financial statements by management
 - c. Statistics as a valuable tool of management for purposes of control and decision making
 - d. The use of budgets and forecasting in decision making by management
8. The legal and regulatory environment of business including federal, state, and local legislation and regulations
 - a. The role of ethics in business
 - b. The need for business activity to be conducted with enforceable rules and regulations—business law
 - c. The regulation of competitive business in the United States
 - (1) An overview of federal laws to perpetuate competition
 - d. The role of regulated industries in our business system
 - (1) An overview of public utilities, transportation and communication industries
 - e. The relationship between business and government to taxation
 - (1) Types of taxation—federal, state, and local

Methods and Techniques

Speakers

1. The opportunities in business
2. Federal and state legislation regulating business

Reports

1. Business activity
2. Types of business risks

Field Trips

1. To a retail store, a wholesale firm or a service establishment
2. To a chamber of commerce, Better Business Bureau, or a credit office

Visual Aids

1. Films—on such subjects as banking, legislation, business trends
2. Bulletin board—types of taxation
3. Chalkboard—definition of terms
4. Charts—types of ownership, management, and organization within the field of business

Debate

1. Methods of compensating employees
2. The role of ethics in business

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- Weston, J. F. *Managerial Finance*, New York: Holt, Rinehart and Winston, Inc., 1962.

MARKETING

Marketing leadership comes from the acquisition of accumulated basic knowledge as well as from the development of skills that may be acquired in practical situations. The following outline will aid the instructor in providing the student with the opportunity to make a study of present marketing practices as well as trends observed in the field.

Objectives

1. To emphasize the significance of the role of the wholesaler in the marketing system.
2. To make a study of the marketing process, the marketing functions, and the various types of institutions which perform these functions.
3. To examine the major activities of wholesale marketing institutions, as they relate to the economic, and social life of the community.
4. To make a study of some of the controversial issues arising out of the performance of marketing functions.

Topical Outline

1. Introduction to marketing
 - a. Marketing as a field of knowledge in the economy
 - b. The importance of marketing as a business function
 - c. The relationship of wholesaling to the concept of marketing
2. The consumption and consumer behavior incurred in marketing
 - a. Consumption as it is related to population factors
 - b. Income and consumption as they are related
 - c. Wealth, credit, and other consumption factors relating to consumer behavior in the field of marketing
3. The contribution of retailing to marketing
 - a. An overview of the retailing structure
 - b. Small-scale retailing as contrasted with large-scale retailing
 - c. The role of the department stores, chain stores, and voluntary chains
 - d. The role of supermarkets, discount houses, and shopping centers
 - e. The role of non-store retailing
4. The role of the wholesaler in consumer and industrial product marketing
 - a. An overview of the wholesaling structure
 - b. The marketing of basic agricultural and industrial products
 - c. Major institutional arrangements for wholesalers
 - d. The nature of integrated wholesaling
 - e. Nature and importance of merchant wholesalers
5. Marketing functions
 - a. Buying
 - b. Advertising
 - c. Personal selling and sales promotion
 - d. Physical distribution
 - e. The storage function
 - f. Standardization
 - g. Finance
 - h. Market risk, speculation, and hedging
 - i. Marketing research and information

6. The major and minor marketing policies contributing to the attainment of company objectives
 - a. Policies involving product development and modification including brand policies
 - b. Distribution policies guiding business enterprises in the field of marketing
 - c. The subjects of prices and the price-making process including price behavior
 - d. Policies dealing with delivered pricing, price fixing, and resale price maintenance
 - e. The relative importance of price and discount policies
7. A critical appraisal of marketing and its governmental context with particular emphasis on wholesaling as an industry
 - a. The nature and trends in marketing costs
 - b. The nature of value added by marketing including productivity and efficiency in marketing
 - c. A background of marketing legislation—federal and state

Methods and Techniques

Visual Aids

1. Bulletin board—marketing functions
2. Chalk board—definition of terms
3. Films—on such subjects as delivery, credit, and personnel

Debate

1. Working in industry versus business
2. Corporations versus sole proprietorship

Reports

1. Marketing legislation—federal and state
2. Development of policies in a business

Speakers

1. Opportunities in business
2. Role of wholesaling in the marketing function

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ECONOMICS

The field of economics covers many of the concepts of the wholesale industry and identifies the interrelationships that exist in our business economy. Using the following outline, the instructor will be able to relate to the student the current problems or events in our economy in order to identify the practical aspect of economics.

Objectives

1. To provide the student with an overview of the contemporary economic systems and their fundamental differences.
2. To make a study of the factors involved in economic analysis.
3. To assist the student in relating economic principles to current problems or events.
4. To make a study of the role of the wholesaler in our economic system.
5. To assist the student in getting a better understanding of economic policy as it relates to our total economy.

Topical Outline

1. The fundamental differences in the basic economic systems
 - a. The total scope and methods of economics
 - b. American economy and economic system
2. Production, income, and consumption as they relate to an economic system
 - a. Production, resources, and income as related to economics
 - b. Specialization in production—its advantages and disadvantages
 - c. The general classes of activities in any economic system
 - d. The factors to be considered in the economic behavior of consumption
3. Prices and price determination as basic elements of an economic system
 - a. The nature and functions of prices
 - b. The concepts involved in competition and the development of market prices
 - c. Demand, supply, and production costs as related to short-run and long-run competitive prices
 - d. Market situations under pure competition and pure monopoly including the sources and nature of monopoly
 - e. Government control of prices—federal and state
4. The distribution of the national income in an economic system
 - a. The forms of income and distribution of national income
 - b. Labor's share of wages including contractual wages and wages of management
 - c. The landowner's share of rent including the nature and kinds of rent
 - d. The meaning of interest and capital's share of income
 - e. The role of profits and the entrepreneur's share of profits
 - f. Total personal income and the distribution of personal income
5. Money and banking in an economic system
 - a. The nature, functions, and standards of money
 - b. The nature of credit
 - c. The nature of commercial banking

- d. The American Federal Reserve System
- e. The value of money and prices including changes in the value of money and its relation to prices
- 6. Government finance in our economic system
 - a. The nature and scope of public finance
 - b. The functions of the three levels of government in financing
 - c. The principles of taxation and taxes including systems of taxation, principles, and equity
 - d. The importance of state and local government debts and the reasons for public borrowing
- 7. National income stabilization and growth in an economic system
 - a. National product and income accounting including the flow of money expenditures and income
 - b. The business cycle and fluctuations in national income
 - c. The factors that determine the size of the gross national product
 - d. The basic elements in effective demand
 - e. The problem of inflation
 - (a) Policies alleviating unemployment which involve stabilization policies and economics of defense
 - g. Policies to combat inflation
- 8. The domestic problems in our economic system in the United States
 - a. American large-scale enterprises and monopoly
 - b. Types of corporate combinations
 - c. American antimonopoly laws
 - d. The nature and aims of labor organizations in the United States
 - (1) Types of labor organizations in our economy
 - e. Labor and management relations in the United States
 - (1) Methods used by organized labor and employers
 - f. Federal laws and agencies in the United States
 - g. The effects of the agricultural technological change on our economy
 - (1) Short-run and long-range agricultural policies
 - h. Economic security as the most important objective of an economic system
 - (1) Causes of economic insecurity in an economic system
 - (2) Social insurance or continuity of income for the individual
 - (3) Workmen's compensation in the United States
 - (4) The Social Security Act of 1935
- 9. International trade and its involvement in our economic problems
 - a. Reasons for international trade between private enterprises
 - b. The importance of national economic security
 - c. The factors involved in economic internationalism
 - (1) The importance of the population problem
 - (2) Conflicting policies of nations
 - d. The involvement of international payments as a result of trade between countries
 - (1) Examples of foreign payments
 - (2) The involvement of the supply of and the demand for foreign exchange in trade between countries
 - (3) An overview of the foreign exchange rates

10. An overview of alternatives to our American system of capitalism—socialism, fascism, and communism
11. Factors involved in the future of American capitalism
 - a. The place of planning in our capitalistic economy
 - b. Policies and plans of our United States Government
 - c. Our interest and aid to the socio-economically underdeveloped nations in the world

Methods and Techniques

Speakers

1. American economy and economic system
2. Labor and management point of views relative to business procedures

Visual Aids

1. Films—economic theories and production in our economy
2. Charts—gross national product figures from United States Department of Labor
3. Bulletin boards—types of labor organizations in our country
4. Chalkboard—definition of terms

Debates

1. Capitalism versus socialism
2. Capitalism versus communism
3. The rights of the employee in operating a business
4. The rights of capital and its creation of employment

Reports

1. Social Security Act of 1935
2. Causes of economic insecurity in an economic system

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BUSINESS MATHEMATICS

Competent and successful employees must have the proper use of mathematical skills. The following course of study will enable the instructor to systematically review with the student the basic mathematical skills required in business and to assist the student in making application of the mathematical skills in his own business establishment.

Objectives

1. To provide the student with the principles and procedures involved in basic business mathematics.
2. To present the student with situations in the wholesaling industry which challenge his mathematical skills.
3. To provide the student with a clearer understanding of how the mathematical problems are solved through the application of mathematics to practical business problems.
4. To assist the student in developing a mastery of the basic skills involved in mathematical solutions to practical business problems.

Topical Outline

1. A total overview of addition and subtraction in the mathematical field
 - a. Addition and proving addition problems
 - b. Subtraction and proving subtraction problems
 - c. Speed in addition by grouping
 - d. Adding column totals and horizontal addition
 - e. The reading of numbers
2. An overview of the use of banking services
 - a. Making and verifying bank deposits
 - b. Maintaining personal records
 - c. Checkbook balancing
 - d. The use of the bank statement in reconciling the bank balance
3. Multiplication and division use in business
 - a. Basic multiplication
 - b. Basic division
 - c. Division checked by multiplication
 - d. Determining the average
4. An overview of the use of fractions in business
 - a. The addition and subtraction of fractions with the same denominator and with different denominators
 - b. The changing of fractions to different terms
 - c. The least common denominator and how it is found
 - d. The addition and subtraction of mixed numbers
 - e. The multiplication and division of fractions
 - f. The multiplication of whole numbers and mixed numbers by a fraction
 - g. Dividing mixed numbers
 - h. Determining the whole amount when the fraction is known
5. An overview of the use of decimals in business
 - a. The nature and reading of decimals
 - b. The conversion of fractions to decimals and mixed numbers to decimal equivalents

- c. Adding, subtracting, and multiplying decimals
- d. The division of decimals by a whole number and another decimal as well as rounding off decimals
- 6. An overview of short cuts in division and multiplication
- 7. An overview of the use of percent in business
 - a. The use of percent, fractions, and decimals
 - b. Finding a number that is a given percent more than another
 - c. Finding a number that is a given percent less than another
 - d. The use of percents greater than 100%
- 8. Calculating trade and cash discounts in business
 - a. The calculation of payment dates
- 9. Calculating mark-up and finding the base
 - a. Finding the base by formula
 - b. Determining a base that has been increased or decreased by a known percent
 - c. The use of mark-up and how to find the mark-up
- 10. A complete review of working with interest and interest formulas
 - a. The use of the basic interest formula
 - b. Finding due dates, principal, rate, and time
 - c. The use of time and interest tables
- 11. An overview of the borrowing of money from the bank
 - a. The use of bank discounts and trade acceptances
- 12. The use of installment sales and personal loans in business
 - a. The determination of interest on the initial unpaid balance and on the average balance
 - b. Short cuts to find total interest
- 13. An overview of methods of calculating depreciation
 - a. Terms of depreciation
 - b. Straight line, double-declining balance, sum-of years digit, and units of production methods of calculating depreciation
- 14. A review of investment calculations in business
 - a. The nature of stocks and bonds and the finding the rate of yield of stocks and bonds
- 15. Working with payrolls in the field of business
 - a. Determining hours worked, overtime rate, and finding gross pay
 - b. The taking of deductions and pay distribution
- 16. A review of the making and use of graphs in business
- 17. An overview of the importance of insurance calculations in business
 - a. The use of premium rates for fire insurance including long-term and short-term rates
 - b. The cancellation of policies, co-insurance, and the limit of indemnity
 - c. Liability insurance and wholesaling exposures
- 18. An overview of working with weights and measures in business
 - a. A review of tables of weight and measure
- 19. An overview of the use of compound interest and annuities in business
 - a. Use of a table and compound interest at different time intervals
 - b. Ordinary annuities and finding the amount of an ordinary annuity

- c. The finding of the amount of annuity due
- d. The difference between ordinary annuity amount and annuity due amount
- e. The use of sinking funds in business

Methods and Techniques

Visual Aids

- 1. Chalkboard—basic mathematics problems, hours worked, overtime rate, finding gross pay and working interest formulas
- 2. Bulletin board—formulas for mark-up, mark-down and stock and capital turnover

Demonstrations

- 1. Making change
- 2. Pricing and extending wholesaling invoices

Field Trips

- 1. Machines and accounting procedures used in a wholesale firm
- 2. Payroll office of a local wholesale business

Problem Solving

- 1. Basic mathematics problems common to a wholesale business
- 2. Calculating depreciation on a piece of equipment

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BUSINESS ENGLISH

Communication has a very significant role in the business world. It is fascinating to realize the swiftness with which its importance has been recognized in the field of management. This has been brought about by the amazing growth of business, the trends in automation, and the tremendous change in the character of communication.

The following outline will enable the instructor to present, to describe, and to illustrate the role of communication in management.

Objectives

1. To provide the student with a comprehensive overview of the major principles of business communication as they relate to management responsibilities.
2. To make a study of the most widely used forms of business writing—the letter, the report, and the memorandum.
3. To provide the student with the opportunity to apply the principles of effective communication to specific types of writing.
4. To make a study of management's emphasis upon effective human relations as it is related to effective communication.

Topical Outline

1. A comprehensive overview of the principles of effective business communication
 - a. The purpose of a written communication including writing correctly with clarity and coherence
 - b. A review of effective punctuation and the expression of numbers in writing
 - c. The development of effective business sentences
 - d. The mastery of new words and how to use the dictionary
2. An overview of the techniques used in business letters
 - a. The fundamental forms of business letters and letter layout
 - b. The basic qualities of business letters including correct addresses and salutations
 - c. The overall mechanics of the business letter including word division
3. An overview of the specific types of business letters
 - a. The letter of inquiry, answers to inquires, and others
 - b. Letters of adjustments, credits and collections as they are related to the functions of finance management
 - c. Developing effective sales messages as a function of marketing management
 - d. The development of a successful letter of application
4. The development of reports and memorandums
 - a. The purpose of report writing and memorandums
 - b. The research, data, and reasoning for the reports and memorandums
 - c. The organization of a report including guides for quotations, footnotes, and reference texts
 - d. Arranging the report
 - e. Forms for reports and memorandums

5. An overview of effective dictation as a vital management tool
 - a. Information on how to dictate a letter
 - b. Special problems for the writer and the skills needed for the writer
 - c. The development of personal reading for business background in management
6. An overview of planning for effective human relations in communications as related to the function of management
 - a. The positive qualities of courtesy, completeness, consideration, conciseness, concreteness, clearness, and correctness
 - b. The application of brain power to effective word power
 - c. The tone of the written communication and its psychological effect upon effective human relations
 - d. The management concept of creating a good first impression

Methods and Techniques

Visual Aids

1. Films—on such subjects as business letter writing and punctuation
2. Bulletin board—types of business letters
3. Chalkboard—fundamental forms of business letters and letter layout
4. Charts—effective punctuation and expression of numbers in writing

Reports

1. The preparation of a good letter of application
2. The development of personal reading for business background in management

Speakers

1. How to dictate a letter
2. The purpose of report writings and memorandums

Demonstrations

1. The development of effective business sentences
2. Organizing a report and putting it into proper format

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SALESMANSHIP

Principles and techniques in selling are basic and lasting and are the principles the student will apply in many ways in his place of employment. The topics for emphasis in the following course of study will assist the instructor in emphasizing the combination of principles and techniques of selling, recognizing the *why* as well as the *what*, *how*, and *when* of selling.

Objectives

1. To provide the student with an understanding of the importance of selling in our economy.
2. To provide the student with the background information needed by a salesman in the wholesaling field.
3. To acquaint the student with the selling process involving principles and techniques as applies to the wholesaling field.
4. To provide the student with an opportunity to prepare a sales plan for a product for the wholesale establishment where he is employed.
5. To provide the student with background information relative to industrial selling as well as retail selling and the salesman's role in both.

Topical Outline

1. The personal and economic aspects of selling
 - a. Ways selling offers opportunity for advancement
 - b. Opportunities for substantial earnings
 - c. Personal satisfaction gained
 - d. Respect earned
 - e. Security
 - f. Opportunity for travel, independence, and variety of work
 - g. Selling is hard but challenging work
2. The social and economic aspects of selling
 - a. Selling is essential
 - b. Consideration of selling as a productive and proud activity
 - c. It provides product invention and improvement
 - d. A high standard of living has been established by selling
 - e. Creation of economic growth
 - f. It encourages freedom of enterprise
3. The basic types of selling found in our present economy
 - a. Selling to wholesalers, retailers, purchasing agents, institutional buyers, professional men, and consumers
4. The professional point of view that identifies a professional salesman
 - a. Professional salesmen are dedicated to serving the needs and problems of buyers
5. What salesmanship demands of the man for the job
 - a. Knowledge of the nature of personal selling
 - b. The salesman's obligations to his company and to buyers
 - c. His personal visual and non-visual physical factors
 - d. An understanding of a salesperson's mental and moral characteristics
 - e. The nature of personality as it is involved in selling

6. The information the salesman needs to know about his company
 - a. The importance of company information
 - b. The company's total field of business
 - c. The basic historical background of the company
 - d. Current features of company's programming and planning
 - e. Company organization and policies
 - f. Company personnel and duties and responsibilities
 - g. Possible friction that might arise between a salesman and his company
7. The program of promotion conducted by a company
 - a. The advertising sales promotion, and publicity program carried on by the company
8. The importance of the salesman's knowledge of his product
 - a. The necessity of product facts
 - b. History of the product or product line
 - c. Production methods or techniques involved in product
 - d. Research for product improvement
 - e. Prices and discounts of product line
 - f. Product performance
 - g. Company policies in backing of product
 - h. Related products
 - i. Selling points and sales angles involved in product sales
9. The knowledge needed by the salesman of prospective customers
 - a. The importance of prospecting
 - b. The need for and use of prospect information
 - c. Types of prospect information desirable
 - d. Sources of prospect information including prospect information in terms of groups and entire sales territory
10. The motives involved in consumer buying
 - a. The nature of consumer motivation
 - b. Research in consumer motivation involving motivation and buying
 - c. Classes of consumers
 - d. Kinds of buying motives
 - e. Knowledge of buying motives and how to work with buying motives
11. The salesman's knowledge of competition
 - a. The effect of knowledge of competition
 - b. Salesman's proper attitude toward competition
 - c. What to know about competition as well as what to avoid in competition
12. The planning of a sales story by the salesman
 - a. The need for empathy as a prerequisite to becoming a better salesman
 - b. Information on the preapproach
 - c. Buying decisions encountered by the customer
 - d. Information on "canned" sales stories and the story plan
13. Information obtaining and opening the interview
 - a. Methods for securing the interview
 - b. Techniques for attracting the buyer's attention
 - c. Attitudes and objectives of the salesperson in the sale

- d. The principles of approach
- e. Introduction to the beginning of the sale
- f. The opening conversation
- 14. Presenting the sales story to the customer
 - a. Methods for presenting the sales story
 - b. Difficulties and obstacles encountered by the salesman
- 15. The importance of demonstration in the sales story
 - a. The importance of demonstration and why buyers like demonstrations
 - b. Salesmen like to demonstrate
 - c. Advance preparation by the salesman
 - d. The principles of demonstration
- 16. The methods and techniques of handling customer objections
 - a. Reasons for buyers offering opposition
 - b. Clarification of the difference between excuses and objections
 - c. How and when to handle objections
 - d. Techniques for handling opposition
 - e. Principles to observe in handling objections
 - f. Methods to be used in preventing objections
- 17. The factors involved in the closing of a sale
 - a. The importance of the close of a sale
 - b. An insight into the prospect's attitude toward closing
 - c. Techniques for securing agreement from the customer during the sales interview
 - d. Closing clues as indicated by customer during sales presentation
 - e. Use of trial closes
 - f. Times to close the sale including the techniques of closing
- 18. The salesman's continuing efforts to work with customers
 - a. The importance of holding and/or increasing the customer account
 - b. Methods of securing customer support
 - c. Techniques used in influencing customer's merchandising policies
 - d. Handling customer complaints
 - e. Methods used to regain lost customers
 - f. Importance of building goodwill and methods for building goodwill
- 19. The importance of planning and scheduling on the part of the salesman
 - a. The importance of proper planning and scheduling of a salesman's time and application of his plan
 - b. Use of the telephone in selling
 - c. Importance of record keeping to the salesman
 - d. A salesman's health and his habits as they affect his success or failure
 - e. Long-range planning and scheduling by the salesman
- 20. The role of the salesman in industrial selling
 - a. A background review of the industrial market
 - b. Identification of the job and its requirements
 - c. Industrial products and services

- d. Information on industrial buyers and purchasing agents
 - e. Methods of getting or obtaining industrial sales interviews
 - f. The role of the salesman in industrial selling
21. The role of the salesman in selling retail customers
- a. Informational background on a sales personality
 - b. Knowledge required by the salesman of the store, merchandise, and competition
 - c. Background information on retail customers and their motivation for buying
 - d. Selling a profit opportunity
 - e. The selling process in retailing
 - f. Use of suggestion selling

Methods and Techniques

Job Preparation

- 1. Filling in application forms
- 2. Preparing personal data sheet
- 3. Personal appearance
- 4. Interviews

Dramatization

- 1. Good versus poor sales people
- 2. Types of customers
- 3. Role playing on actual sales experience

Report

- 1. Store activities
- 2. Reasons for loss of sales
- 3. How to improve sales
- 4. Developing a customer list

Manuals

- 1. Store operation
- 2. Merchandise or product knowledge

Demonstration

- 1. Suggestion selling
- 2. Role playing—handling customer complaints

Visual Aids

- 1. Films—on such subjects as human relations, handling objections, and sales techniques

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SECOND-YEAR COURSES

WHOLESALE

The wholesaling industry in the past decade has experienced a constant flow of dynamic changes and significant increase in tempo. The topics introduced in the following outline provide the instructor with a guideline for presenting information to the wholesaling student relative to the wholesaling industry as it exists in the United States.

Objectives

1. To analyze the historical development and present status of the wholesaling system in the United States.
2. To assist the student in identifying the economic, social, and legal environment within which wholesaling operates.
3. To provide the student with an understanding of the functions performed in a wholesaling establishment.
4. To make a study of the tasks of management in a wholesaling enterprise.
5. To evaluate managerial and technological advancements in the wholesaling field and the impact of these advancements on the traditional methods of doing business in a wholesale manner.

Topical Outline

1. Wholesaling as an important segment of the American economy
 - a. The general nature of wholesaling
 - b. The place of wholesaling in the economy
 - c. An overview of the historical background of modern wholesaling
2. Wholesaling in terms of transactions within the industry
 - a. The definitions of wholesaling in terms of transactions
 - b. Basic criteria used in defining a wholesale transaction
3. Wholesaling in terms of establishments within the industry
 - a. Judicial interpretations of establishments
 - b. The proportion of wholesale business required for a wholesale establishment
 - c. The basic groupings or classifications of wholesale establishments
4. The wholesaling structure in the United States
 - a. The task of the wholesaling system
 - b. Classes and types of wholesale establishments found in the United States
 - c. The type of wholesaler identified as the merchant wholesaler
 - d. The functions of the merchant wholesaler
 - e. The functions of the industrial distributor and the importance of the industrial market
 - f. The type of wholesaler identified as the limited-function wholesaler and his importance in our economy
5. Integrated wholesaling in the present-day economy
 - a. Forms of integrated wholesaling
 - b. Reasons for circumventing the wholesaler
 - c. The operation of wholesale establishments by manufacturers and retailers

6. Cooperative wholesale distribution
 - a. Functions of cooperative chains
7. The relative importance of merchandise agents and brokers as a major segment of the wholesaling structure
 - a. Common characteristics of agents and brokers
 - b. The role of the commission merchant, manufacturers' agents, selling agents, and other types of agents and brokers
8. The nature and significance of productivity and efficiency in wholesaling
 - a. The measurement of productivity in wholesaling
 - b. Measures of efficiency in wholesaling
 - c. The criteria used in measuring productivity and efficiency in wholesaling (value added by wholesaling concept)*
9. The relationship of government and its impact upon wholesaling
 - a. The concept of competition and basic philosophy as found in the American economy
 - b. An overview of our national policy dealing with competition and the prevention of monopoly
 - c. The principal functions of the Federal Trade Commission
 - d. Price discrimination as found in its various forms
 - e. The selection and classification of customers
10. The scientific management of a modern wholesale enterprise
 - a. The basic decisions involved in establishing a wholesale enterprise
 - b. The selection of a wholesale establishment location
 - (1) Selection of a community
 - (2) Selection of the type of location within the city for the enterprise
 - (3) Selection of a specific site
 - c. Objectives of financial management of a wholesale enterprise
 - (1) Determining the capital needs of the enterprise and their sources
 - d. The organization structure in terms of personnel and functions of a wholesale business
 - (1) The major functional divisions
 - (2) Variations in organization structure
 - (3) The nature and extent of departmentalization
 - e. Stock turnover and merchandise planning and their relationships among the functions of scientific management of a wholesale enterprise
 - (1) Computing the rate of stock turn
 - (2) The nature and purposes of merchandise planning and the merchandise budget
 - f. The importance of the buying function including buying policies and procedures
 - g. Importance of wholesale prices and pricing policies and methods of price determination
 - h. The function of warehousing in a wholesale enterprise
 - (1) Elements of the warehousing process as used in a wholesale enterprise

*U. S. Bureau of Census survey statistics.

- (2) The warehouse building and layout
- (3) Warehousing activities including receiving and internal distribution and flow of goods
- (4) The essentials of warehouse operation and supervision
- i. The importance of order-handling and traffic management within a wholesale enterprise
 - (1) The sources and types of sales orders
 - (2) Processing of orders before assembly of the orders
 - (3) Processing of orders after the assembly of the orders
 - (4) Traffic management and receiving, shipping, and management of local delivery operations
- j. The importance of inventory or stock control
 - (1) The nature and purpose of inventory control
 - (2) Various systems of inventory control
 - (3) The cost of carrying inventory
- k. The importance of management of the activities directly involved in selling
 - (1) Scope of sales management in the wholesaling enterprise
 - (2) Advertising, publicity, and sales promotion in wholesaling
 - (3) Providing of customer services
 - (4) Selection and training of salesmen for the wholesale business
 - (5) Planning and forecasting sales
- l. The relative significance of sales analysis and control in the scientific management of the wholesale enterprise
 - (1) Sales supervision and control
 - (2) Purposes and types of sales analysis in wholesaling
 - (3) Methods of obtaining data for sales analysis
- m. The related phases of credit management and office management in a wholesale enterprise
 - (1) Evaluating credit risks
 - (2) Collection policies and procedures in wholesaling
 - (3) Control of credit operations
- n. The significance of proper analysis and control of operating expenses and their significance to the operation of a wholesale enterprise
 - (1) Expense control through the basic accounting system
 - (2) Review of the special forms of expense analysis
 - (3) Methods of expense budgeting
- o. The role of management in the measurement of the marketing function and development of standards
 - (1) Procedures for establishing performance measures
 - (2) Measures of sales performance in the wholesale enterprise
 - (3) Measure of managerial performance as a function in a wholesale enterprise
 - (4) The return on invested capital concept as a measure of business success

Methods and Techniques

Visual Aids

1. Charts—groupings or classifications of wholesale establishments
2. Posters—wholesaling structure in the United States
3. Bulletin board—organization structure of a wholesale firm in terms of personnel and functions

Field Trips

1. Departmentalization of a wholesale firm
2. Building and layout of a wholesale firm

Inventory

1. Methods or systems
2. Inventory forms
3. Physical and perpetual inventory

Reports

1. Importance of traffic management within a wholesale enterprise
2. Measuring sales performance in the wholesale enterprise

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COMMUNICATIONS

Effective speaking is recognized by the management field as being highly important. The following outline will enable the instructor to aid the student to develop his ability to select, phrase, and state facts and opinions clearly, distinctly and with emphatic force.

Objectives

1. To make a study of the principles of effective speaking.
2. To provide the student with the opportunity of developing skills in public speaking through actual practice.
3. To provide the student with an opportunity to lead discussions and conferences.
4. To learn how good speakers use content and composition properly.

Topical Outline

1. An overview of effective speaking principles
 - a. The value and nature of effective speaking
 - b. The speech situation and its relation to the audience
 - c. The speech situation and its relation to the speaker
 - d. Determining the speech subjects and the material content
2. An overview of the use of the principles of attention and interest in speech preparation
 - a. Speeches must be vital, familiar, varied, striking, and specific
3. An overview of the principles of speech composition
 - a. The purposes and a framework of a speech
 - b. The planning involved in informative, persuasive, and entertaining speeches
 - c. The importance of the style of the spoken word
 - d. Developing outlines and plans for speeches
4. An overview of the principles of effective speech delivery
 - a. The preparation of the speech for the delivery
 - b. The fundamental qualities of the delivery of the speech
 - c. The body of the speech in the delivery
 - d. The importance of voice and diction in the delivery
5. An overview of the principles of the business interview
 - a. The procedures for conducting personal interviews, informative interviews, and the persuasive interviews
 - b. A study of the problems of the person interviewed
6. An overview of the principles of discussion and conference
 - a. A review of the nature of discussion and conference
7. An overview of the principles of parliamentary law
 - a. A review of the rules of procedure

Methods and Techniques

Speakers

1. The value and nature of effective speaking
2. The importance of the style of the spoken word

Reports

1. Developing outlines and plans for speeches
2. The purposes and a framework of a speech

Demonstrations

1. The importance of voice and diction in speech delivery
2. Conducting a meeting using the laws of parliamentary procedure

Visual Aids

1. Chalkboard—principles of effective speaking
2. Charts—principles of the business interview

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ACCOUNTING

An understanding of the principles of business accounting has become a necessity for any person who contemplates a successful career in business. The instructor can use this outline in showing the similarity of purposes, principles and practices in various accounting systems as well as to emphasize the accounting procedures followed in the business establishment in which the student is employed.

Objectives

1. To provide the student with an understanding of the principles of business accounting.
2. To assist the student in interpreting many of the practices followed in business accounting as well as acquainting them with the forms and documents involved in business accounting.
3. To aid the student in the development of a greater understanding of the wide application and adaptability of the principles of accounting.
4. To provide the student with realistic accounting work and practice as it is found in the wholesaling industry.

Topical Outline

1. An overview of the elements of accounting
 - a. The double-entry process involving assets, liabilities, and proprietorship
2. The accounting procedure as it is found in the business field
 - a. The journalizing of transactions, posting and the trial balance
 - b. The use of financial statements in accounting
3. An overview of the accounting for merchandise
 - a. Purchases of merchandise and the purchases journal and sales and the sales journal
 - b. The overall accounting procedure
4. The accounting for cash in a business
 - a. The use of records involved in cash receipts and disbursements
 - b. The total banking procedure
5. The accounting of the payroll of a business
 - a. Earnings, deductions, and pay roll taxes imposed on the employer
6. The accounting procedures for a wholesale business including the periodic summary reports
 - a. A review of the principles and procedures involved and the application of the accounting principles
 - b. The financial statements involved and the end-of-period work sheet
7. An overview of adjusting and closing accounts at the end of the accounting period
 - a. The adjusting entries and closing procedure
 - b. Adjustments of monthly operating expense accounts
 - c. The income statement, the balance sheet, and procedures involved at the end of the year

8. An overview of the accounting for an owners equity
 - a. Owners' equity in the sole proprietorship, the partnership, and the corporation
9. The accounting for notes and drafts, purchases, and sales
 - a. The principles of accounting involved in cash sales and credit sales
10. An overview of installment sales and consignment sales
11. An overview of accounting for merchandising inventory and prepaid expenses
12. The accounting for tangible fixed assets including land, buildings, and equipment
13. An overview of the corporate organization including organization and management and corporate records
14. The principles of accounting for capital stock
 - a. Types and values of capital stock and the recording of capital stock transactions
15. The overview of accounting for corporation bonds and corporation earnings
 - a. The accounting for bonds sold as well as bond interest expense and retired bonds
 - b. The earnings distributed to stockholders and those earnings retained in the business
16. The accounting procedures for intangible and wasting assets in a business
17. The principles involved in the voucher system of accounting
18. The accounting principles involved in a manufacturing business
 - a. The involvement of manufacturing costs, inventories, chart of accounts and records of the business
 - b. The work sheet, annual reports, and the closing of the books of the business
19. An overview of the accounting procedures involved in branch operations
 - a. The use of reciprocal accounts and recording procedures at the close of the fiscal year
 - b. The development of the combined financial statements of the home office and the branch office
20. An insight into the accounting procedures for a retail business
21. An overview of the analysis of financial statements including comparative analysis, ratios, and the statement of source and application of funds

Methods and Techniques

Visual Aids

1. Posters—the elements of accounting
2. Chalkboard—journal transactions and definitions
3. Bulletin board—forms for notes, drafts, purchases and sales

Demonstrations

1. Posting journal entries
2. Preparing a worksheet, balance sheet, and profit and loss statement

Problem Solving

1. Completing a set of books for a business
2. Review of basic mathematics

Field Trips

1. Accounting procedures used in a bank
2. Accounting procedures used in retail and wholesale establishments

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MANAGEMENT

The acute need for effective management as a result of increasing activity and complexity of organization has increased the interest in management theory and philosophy. The following outline provides the instructor with a perspective which includes behavioral and personal as well as functional aspects of management that may be presented to the wholesaling student.

Objectives

1. To provide the student with an eclectic picture of the role of the manager.
2. To lead the student into a better understanding of his own behavioral complex.
3. To assist the student in making an analysis of managerial functions and the human factors to be managed.
4. To provide the student with a better understanding of the technical subject matter that he may encounter in management.

Topical Outline

1. An overview of the field of management
 - a. Management's contribution to our economy
 - b. Functions, subjects, and factors of management
 - c. The methods and tools of management
 - d. Channels of management including the tests of management
2. An overview of the philosophy of management
3. The nature of planning in management
 - a. Methods and areas of planning
 - b. Factors affecting planning
 - c. Guides to effective planning and controlling the planning
4. The factors of organization in management
 - a. Types of organization structures including authority and responsibility relationship
 - b. Factors of structural design and procedural structures
 - c. Personnel and technical resources
5. The role of directing in management
 - a. Supervision and evaluation of present efforts
 - b. Motivation of present affairs
6. The nature and scope of controlling in management
7. The objectives of management
 - a. How objectives are established in management
 - b. The environmental factors influencing objectives of management
 - c. Principles applicable to the objectives of management
 - d. Developing, maintaining, and communicating objectives of management
8. An overview of policies and their purposes within management
9. The scope of functions and procedures in management
 - a. Nature of functions and procedures
 - b. Factors of procedural design
10. The nature and scope of organization structure within management
 - a. The types of organizational structure
 - b. The organizational levels and span of control
 - c. The bases for grouping work units

- d. The degrees of authority and delegation of authority within management
- e. Responsibility within an organization structure
- f. The control of an organization structure
- 11. An overview of line and staff relationships within management
 - a. Managerial problems created by organization
 - b. Staff specialists and their functions
 - c. The aspects of staff authority including the problems of the staff
 - d. The relationship of central staff to regional staffs
- 12. An overview of informal organization structure and relationships
- 13. The nature and scope of human relations within management
- 14. The nature and scope of morale as a factor of management
- 15. The nature and scope of motivation as viewed within management
 - a. Financial and nonfinancial motivators
 - b. The rules of motivating
- 16. The nature and scope of grievances and disciplinary action within management
- 17. The nature and scope of communications within management
- 18. An overview of the factors involved in the procuring of the executive team
 - a. The formula for selection
 - b. Attracting qualified candidates
- 19. An overview of the processes of executive development
 - a. The nature and scope of development
- 20. The nature and scope of appraisal of executives
- 21. The nature and scope of executive compensation
 - a. Salary levels and differentials
 - b. Incentive plans for lower management levels and higher management levels
- 22. The nature and scope of executive behavior
 - a. Interpersonal relations involved in executive behavior
 - b. Personal behavior and self-management

Methods and Techniques

Visual Aids

- 1. Charts—types of organizational structure
- 2. Bulletin board—line and staff relationship drawings
- 3. Chalk board—types of executive compensation

Reports

- 1. Human relations as a factor within management
- 2. The scope of communications within management

Dramatization

- 1. Good versus poor management
- 2. Line and staff relationships within management

Speakers (single or as members of a panel)

- 1. What I expect in the person I hire as a prospective executive
- 2. Management's contribution to our economy

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BUSINESS LAW

Continuing developments in the field of business law necessitate constant study of changes in the law; significantly affecting the information needed by a person desirous of entering the field of business. The following outline will permit the instructor to adapt his class-room work to study present business law involved in wholesaling as well as to keep pace with new developments.

Objectives

1. To provide the student with an understanding of the history, social aspects, and philosophy of law as they apply to the field of business.
2. To provide the student with a clearer understanding of the American legal system.
3. To aid the student to more thoroughly understand business law by reviewing court cases which illustrate the development of decisions and legal interpretations.
4. To acquaint the students with specific laws involved in wholesaling which they might encounter in their everyday activity within their places of employment.
5. To provide the student with an understanding of business law as it relates to him as an individual.

Topical Outline

1. An overview of the function and evolution of law
 - a. Definitions, concepts, codes, influential legal systems, maritime legal systems, modern legal systems, and law in the United States
2. A historical overview of the development of law in the United States
 - a. The basic foundation of our law, including the periods of development
 - b. the origin of equity and equity versus law
 - c. Basic information on American law since 1900
3. An introduction to the system of courts in the United States
 - a. The types of courts and their functions
 - b. The procedures used by our courts
4. An overview of the nature of crimes and torts
 - a. The nature of strict liability
5. An overview of the nature of contracts, including the nature of offer and the requirements for acceptance in wholesaling transactions
 - a. The classification of contracts and the historical development of quasi contracts
 - b. The communication of offer and termination of offer of a contract in wholesaling transactions
 - c. The communication of acceptance of a contract
6. A review of the nature of real consent
 - a. Misrepresentation and fraud
 - b. The general nature of duress and undue influence
 - c. The nature of mistake including mistake resulting from ambiguity, as to material fact, in drafting writing, and mistakes of law
 - d. A review of mutual and unilateral mistakes

7. An overview of history and functions of consideration in contracts
 - a. An analysis of definition of detriment or benefit
 - b. The nature of pre-existing obligation
 - c. The nature of debt, compromise, and composition
 - d. The right to bring suit
 - e. Bargain and exchange in contractual agreements
 - f. The nature of moral consideration and sealed promises
8. A review of infants' contracts; the liability for necessities; the disaffirmance of contract; the ratification of contract; the nature of liability of insane and drunken persons; the contractual capacity of married women's statutes; and aliens, corporations, etc., capacity of contractual agreement
9. An overview of the nature of illegality
 - a. The classification and presumption of illegality in contractual agreements
10. An overview of the writing of contracts
 - a. The statute of frauds as related to wholesaling transactions
 - b. Collateral contracts, interest in land, sale of goods, and the writing of contracts
 - c. The necessity for interpretation
11. An overview of the performance including performance and breach and the impossibility of performance
 - a. The nature of discharge of a contractual agreement
12. A review of the nature of remedies of a contractual agreement
13. An overview of the nature of relation and authority in contractual agreements
 - a. The relation of principal and third person including all aspects of liability of principal and agent
 - b. The relation of agent to third person including the liability on authorized contracts as well as agent's liability and third person's liability
 - c. The relation of principal and agent including duties of agents and principals as well as the liability of each
14. A complete historical background of the creation of a partnership and the nature of partnership
 - a. The relation of partners between themselves and liabilities incurred
 - b. The relation of partners to third persons and liabilities incurred
 - c. The dissolution of a partnership including the notice of dissolution and the conclusion of partnership business as well as the distribution of assets
15. A complete overview of the nature of corporation and incorporation including the historical background
 - a. The organization and financing of the corporation's business
 - b. The scope of business in the operation of the corporate business including the liabilities incurred as a corporate business
 - c. The nature of corporate stocks and bonds
 - d. The nature of stockholders' rights and liabilities in a corporate business
 - e. The rights of foreign corporations

16. An overview of the nature and classification of personal and real property in the field of wholesaling
 - a. Tangible, intangible, public, and private property
 - b. The rights and liabilities of parties in the acquisition and sale of property
 - c. The nature of security transactions including common law and statutory liens on personal property
 - (1) Chattel mortgages, conditional sales, trust deeds and land contracts
 - (2) Suretyship and guaranty
17. An overview of the nature of transfer of property in goods
 - a. The nature of sales and law of sales including the formation of the contract and terms
 - (1) A sale by a person other than the owner of the property
 - b. The nature of warranties—expressed or implied
 - (1) The nature and scope of liability for negligence
 - c. The nature of performance and remedies for breach of contract
 - (1) The seller's and buyer's rights in a sale
18. An overview of the origin of uniform negotiable instruments law
 - a. The nature and scope of uniform negotiable instruments law
 - b. The requirements for negotiability including the rights of assignees and assignors
 - (1) The words of negotiability
 - c. The nature of negotiation and the holder in due course
 - (1) The requirements for indorsement and general requirements for holders in due course
 - (2) The defenses to negotiable instruments
 - d. The primary and secondary liability of parties
 - e. The various negotiable and quasi-negotiable instruments
 - (1) The nature of non-negotiable instruments
19. An overview of the nature of insurance contracts including representations and warranties
 - a. The notice and proof of loss with the nature of termination and lapse of contracts
20. An overview of the historical background of bankruptcy laws in the United States
21. An overview of specific acts or laws applicable to the field of wholesaling
 - a. Employment Act of 1946
 - b. Export Trade Act
 - c. Fair Labor Standards Act of 1938
 - d. Fair-trade laws
 - e. Federal Trade Commission Act
 - f. Antitrust laws
 - g. Food, Drug, and Cosmetic Act
 - h. Labor-Management Relations Act
 - i. Lanham Act
 - j. National Labor Relations Act
 - k. Robinson-Patman Act
 - l. Sherman Antitrust Act

- m. Shipping Act
- n. Small Business Mobilization Act
- o. Taft-Hartley Act
- p. Tariff laws
- q. Unfair practices acts
- r. Pricing laws

Methods and Techniques

Field Trips

1. Observe a local or state court of law in session as it is involved in the wholesaling field

Dramatization

1. A sale as a contractual agreement
2. Classification of real and personal property both tangible and intangible

Reports

1. Types of contracts
2. The nature of warranties—expressed or implied
3. Review cases in law involving the various aspects of wholesaling

Speakers

1. The legalities of business
2. Bankruptcy laws in the United States
3. Authorities on specific laws of relative importance to the field of distribution

Visual Aids

1. Bulletin board—words of negotiability
2. Chalkboard—definitions of terms
3. Flip charts—specific acts and laws with major points outlined as they relate to the field of wholesaling

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CASE STUDY

The case study course was established as a part of the curriculum to provide the students with an opportunity to synthesize the subject matter in the other courses offered during the OWMDP as well as to provide them with an opportunity to see the practical application of the theoretical subject matter in a realistic frame of reference.

The class meets once each week for a three-hour period. The course instructor assigns a case and allows one week for study. At each meeting the instructor reviews the case and helps the group to discuss possible solutions. In some instances the group is subdivided into smaller groups for a discussion of various aspects of the problem. The student is also asked to hand in written reviews of several cases, suggest numerous solutions, select one of these solutions, and defend it. The last hour of the class, a wholesaler is invited to review the case. During this time, the wholesaler presents his views, the members of the group ask him questions about his solutions and compare their solutions with his solutions.

While the case study method is used to motivate learning in some of the other courses offered in the wholesale program, the cases used in those courses are usually limited to the subject matter of the particular course; however, in the case study course the cases are broad and require knowledge from many areas of the student's academic and job-training background. This course should not be offered until the last in-class session.

Objectives

1. To provide the student with an opportunity to synthesize the subject matter in all of his courses with the practical experiences at the wholesaling firm.
2. To permit the student to apply the information at his disposal in solving problems which require decisions by management.

Topical Outline

1. An overview of some realistic problems encountered in business management
 - a. The development of a suggestion award system
 - b. The scientific method of problem solving in management
 - c. The overall interpretation of policies
 - d. The establishing of company objectives
 - e. The decision to maintain a sole proprietorship, form a partnership, or incorporate
 - f. The organization of office operation including internal organization involving branch and home office relationships
 - g. The development of a control system for expense accounts of salesmen
 - h. The development of departmental relationships and work assignments
 - i. The control objective of a financial budget
 - j. Control through forms and procedures
 - k. Problems of transportation
 - l. Factors influencing the choice of a location

- m. The reorganization of a division of a business
 - n. The organization for sales and services
 - o. The selection of a building to be purchased
 - p. Planning the layout of a store
 - q. The development of an overall accounting system
 - r. The development of an installment loan chart
 - s. Businesses social responsibility in relation to an injured employee
 - t. The application of data processing to check handling
 - u. Purchasing smaller firms with name brand merchandise
2. Suggested list of cases concerning personnel for class study and discussion
- a. Taking disciplinary action upon an employee
 - b. Developing a wage plan with management and employee participation
 - c. Instituting a suggestion program with the employee
 - d. Labor shortage in a special department
 - e. Bad employer-employee relations in the warehouse
 - f. Employment and supervision practices questioned
 - g. Transfer procedure for an employee change of job
 - h. Setting up a job description and job classification program
 - i. Human relations and supervision problems in the warehouse
 - j. Adopting a policy of centralized or decentralized collective bargaining
 - k. Handling human relations with union officials and demands
 - l. The adoption of an employee training program
 - m. Changed working conditions in the warehouse
 - n. The adoption of policies relative to employee theft
 - o. The development of a plan for accident prevention
 - p. Developing a policy for Christmas bonuses
 - q. The establishment of new employee services
 - r. Compulsory retirement of employees at age 65
 - s. Establishing a plan for the maintenance of insurance for compulsory retirees
 - t. Allocating vacation time
 - u. Allocating available parking space for employees
3. Suggested list of cases concerning production for class study and discussion
- a. Productivity variation among work shifts
 - b. Plant location in relation to transportation costs
 - c. Automation of an order filling line
 - d. Adding a new product line
 - e. Decision to keep or discontinue trading stamps in relation to sales development
 - f. Quality, quantity, and cost control in relation to production management
 - g. Partial relocation of order filling facilities
 - h. Inspection points along the order filling line
 - i. Who controls receipts
 - j. Deletion of specific products from the order filling line
 - k. Warehouse expansion
 - l. Equipment purchase and material handling

- m. Purchasing from two or more suppliers
- n. Time and motion study
- o. Work simplification chart
- p. Employee health and product quality
- q. The gap between invention and production
- r. Providing cafeteria service to employees
- s. Who controls work procedures
- t. The small order problem
- u. Problems of installing a punched card system for inventory and sales control
- v. Limiting credit for the small purchaser
- w. Product development in a new line
- x. Time allotted for coffee breaks

Methods and Techniques

- 1. Assignment of cases for study
- 2. Assignment of reports to be made on cases
- 3. Debate on controversial subjects
- 4. Field trip to observe specific cases or locale of a case under study

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